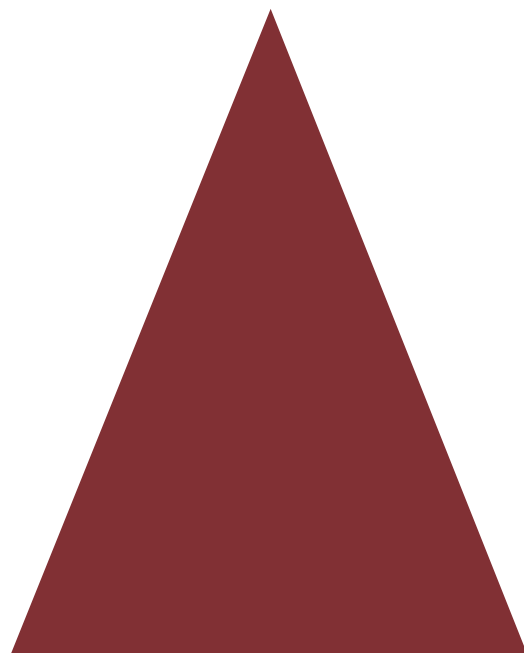


PHILADELPHIA  
ACADEMY  
OF SCHOOL  
LEADERS



**2021**  
Annual Report

## Dear Friends & Supporters of the Philadelphia Academy of School Leaders,

In 2015, the Philadelphia Academy of School Leaders launched our flagship program, the Neubauer Fellowship in Educational Leadership, based on a simple belief: There are no great schools without great principals. We invested in proven school leaders and provided results-driven development experiences to improve student outcomes and drive equity across the educational system. More importantly, we aimed to change the trajectory of students' lives in the city of Philadelphia.

Six years later – based on the understanding that leadership is the key catalyst for change – School Leaders continues to develop, engage, and retain principals and system leaders. Following a competitive selection process, participants build capacity as instructional leaders and enterprise managers. Leaders engage in skill-building institutes and coaching to support strategy implementation and leadership growth. They build deep relationships, collaborate, and learn from a cohort of peers so that they can transform schools, dramatically improve student outcomes, and drive systemic change to prepare all Philadelphia students for college, career, and life.

Today, we serve nearly 100,000 Philadelphia students every day across all programs. We are proud of the 128 Neubauer Fellows and celebrate that 23 have been promoted to system leadership roles for the current 2021-2022 school year. Leadership continuity matters, and Fellows are retained at higher rates at the school, principal, school system, and city level, even after controlling for individual- and school-level characteristics. Schools led by Fellows deliver larger growth on state tests; greater proficiency and growth with Black students in elementary and middle school; and fast-paced growth in attendance rates, which remain higher than other schools.

As we share this Annual Report, we do so with immense gratitude for the principals and system leaders we serve. We never envisioned a year of such educational upheaval for students, families, and teachers. Faced with navigating a global health crisis and engaging in necessary conversations and actions around race and equity, principals and system leaders showed unwavering focus and perseverance. They tirelessly exhibited the competencies – or Leadership Levers – underlying all of our programs: they led authentically, developed people, advanced equity, and drove results. They fostered cultures of support, accountability, and continuous improvement both in-person and virtually. They designed innovative solutions to complex and ever-changing challenges. They advanced instruction while addressing health, safety, and social-emotional needs. Through it all, their focus on students remained resolute.

It is inspiring that the Neubauer Fellowship and the programs we subsequently launched – Leaders of Leaders and Performance Partners – so quickly created such a vital, collaborative community delivering results for students. We remain committed to the same vision we had in 2015 because it is working. We hope you share in that pride and commitment. Please join us in saying “thank you” to these incredible educational leaders.

Sincerely,



**Tracy Breslin**  
Executive Director



**Joseph Neubauer**  
Chair, Board of Directors

“

*“This was truly a life-changing experience when it comes to my effectiveness as a principal. Being a principal can be very isolating and lonely. I really enjoyed collaborating with my peers, which helped further my growth. I left with concrete tools and increased confidence in my abilities.”*

– Kelly Espinosa, 2020 Neubauer Fellow





# By the Numbers

In February 2021, The Wallace Foundation issued a **landmark report** on the power of principals in driving student achievement. Synthesizing research across two decades, its summation was simple and powerful:

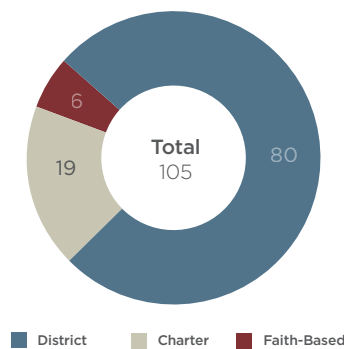
“An effective principal’s impact is stronger and broader than previously stated, with positive impacts on learning, attendance, and teacher satisfaction and retention.”

The authors asserted, “It is difficult to envision an investment in K-12 education with a higher ceiling on its potential return than improving school leadership.” Our own work over the last six years proves the same, generating results that point to the importance of investing in high-quality school leadership. We are proud to share a snapshot of the Philadelphia Academy of School Leaders’ growing impact on our educational system.

## Reach

School Leaders’ program participants served nearly **100,000** Philadelphia students in 2020-21 (directly and indirectly)

Principals by Sector



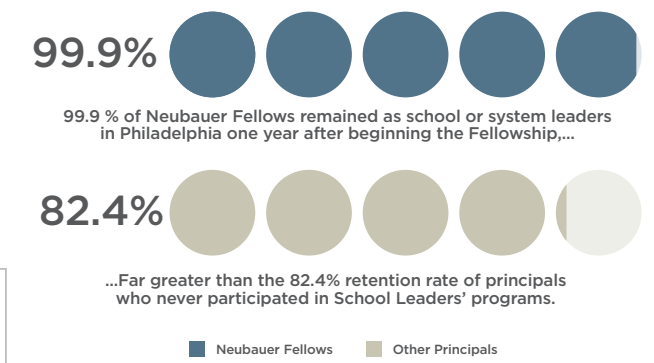
## Roles

**105** Neubauer Fellows served as principals and **16** served as education system leaders in Philadelphia in 2020-21

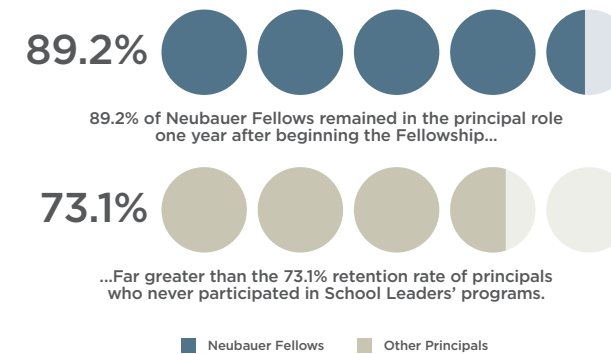
## Retention

Neubauer Fellows are **retained at a higher rate** in the school, principal, school system, and Philadelphia compared to other principals who never participated in School Leaders’ programs. This is true after 1, 2, 3, and 4 years.

Retention in Philadelphia  
Fall 2015 to 2019



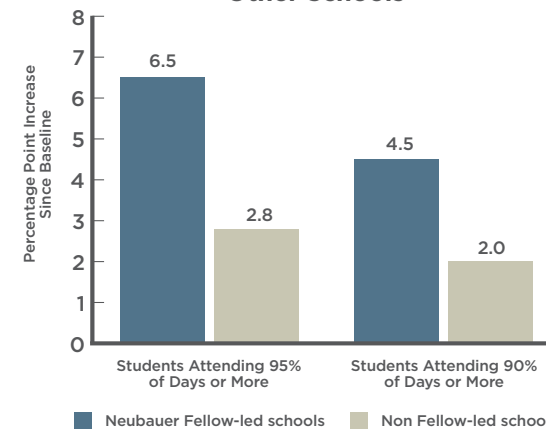
Retention in the Principal Role  
Fall 2015 to 2019



*“It is difficult to envision an investment in K-12 education with a higher ceiling on its potential return than improving school leadership.”*

– Grissom, Egalite, and Lindsay, 2021

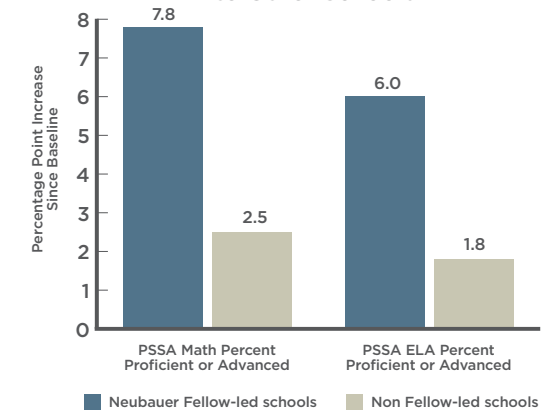
Average Increase in Student Attendance for Neubauer Fellow-Led Schools Compared to Other Schools



## Attendance

On average, Neubauer Fellow-led schools improved student attendance more than twice as much as other schools.

Average Increase in Student Achievement for Neubauer Fellow-Led Schools Compared to Other Schools



## Student Achievement

Neubauer Fellow-led schools improved more than **3x** as much as other schools in elementary and middle school Math and English Language Arts (ELA).



Neubauer Fellows have led

**9 of 12**

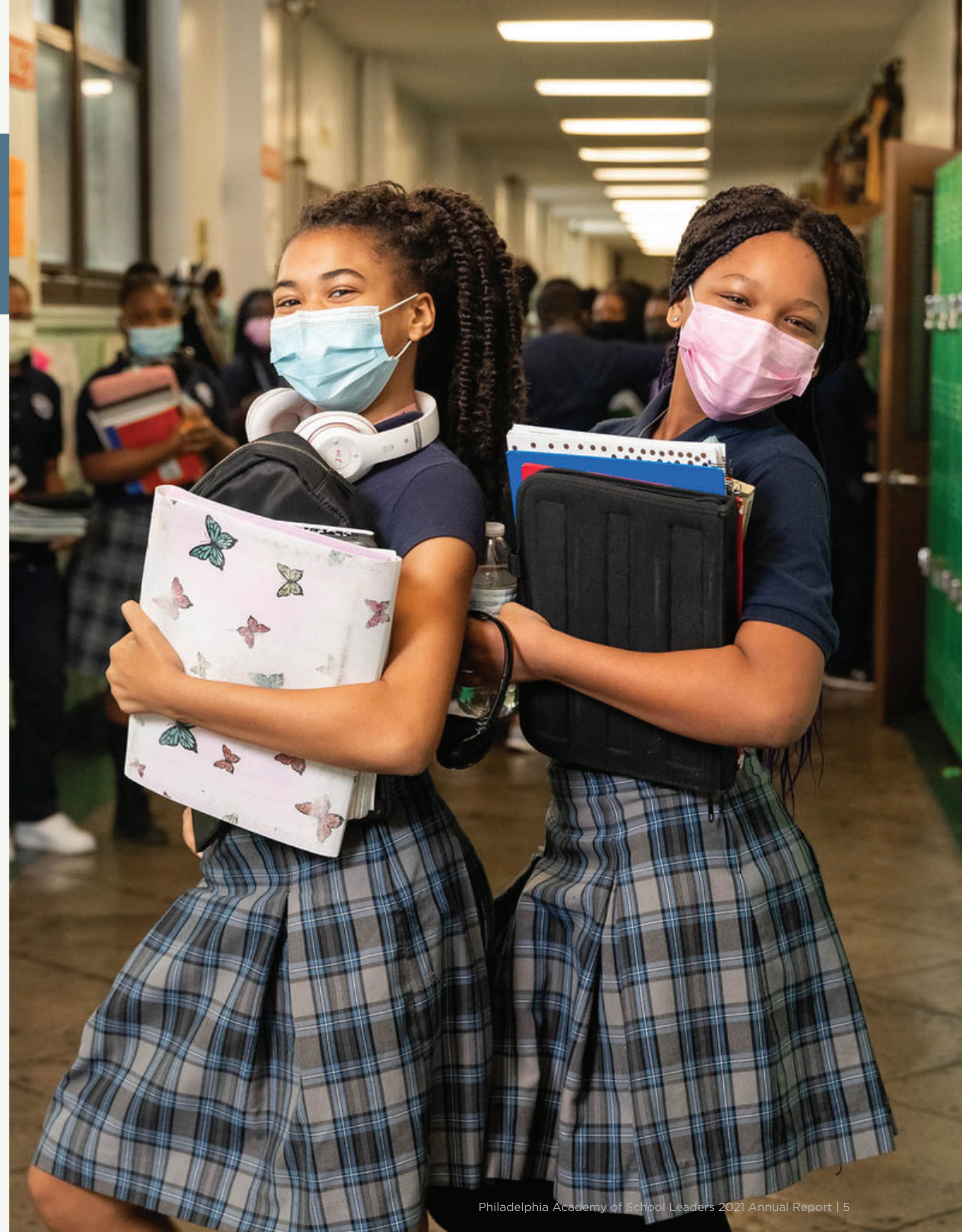
National Blue Ribbon Schools  
in the City of Philadelphia  
over the past six years

## Recognition

“

*“The children of Philadelphia deserve the best leaders. This program is designed to invest in leadership, and there is no other offering like it. We recognize that the school leader is the most important person, outside of a teacher, who will transform the educational experience for Philadelphia’s children. Our children deserve this type of investment.”*

– Amelia Coleman-Brown, 2016 Neubauer Fellow

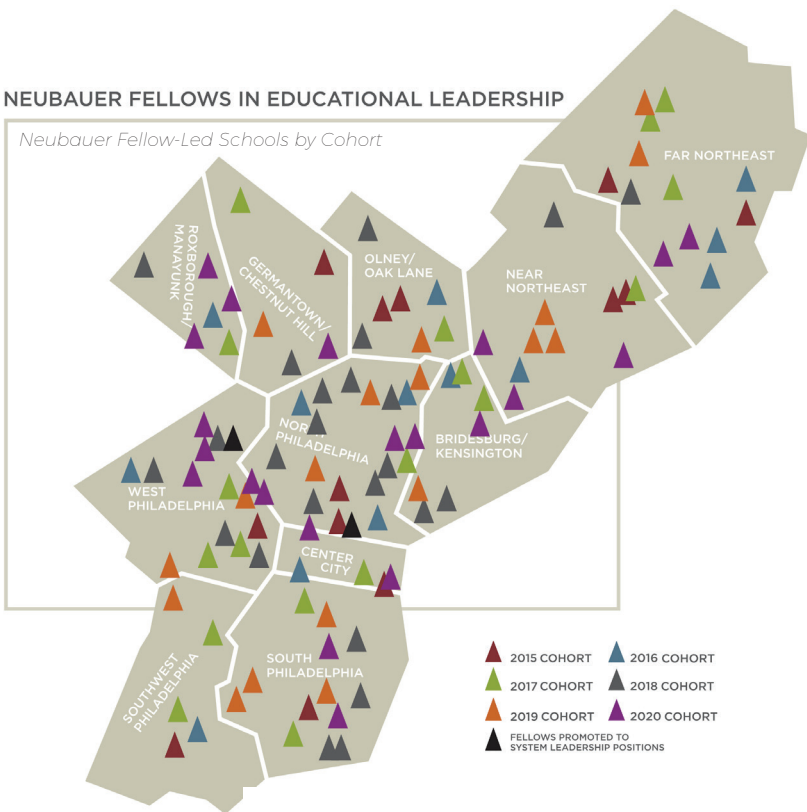




## Neubauer Fellows Lead Schools Throughout the City

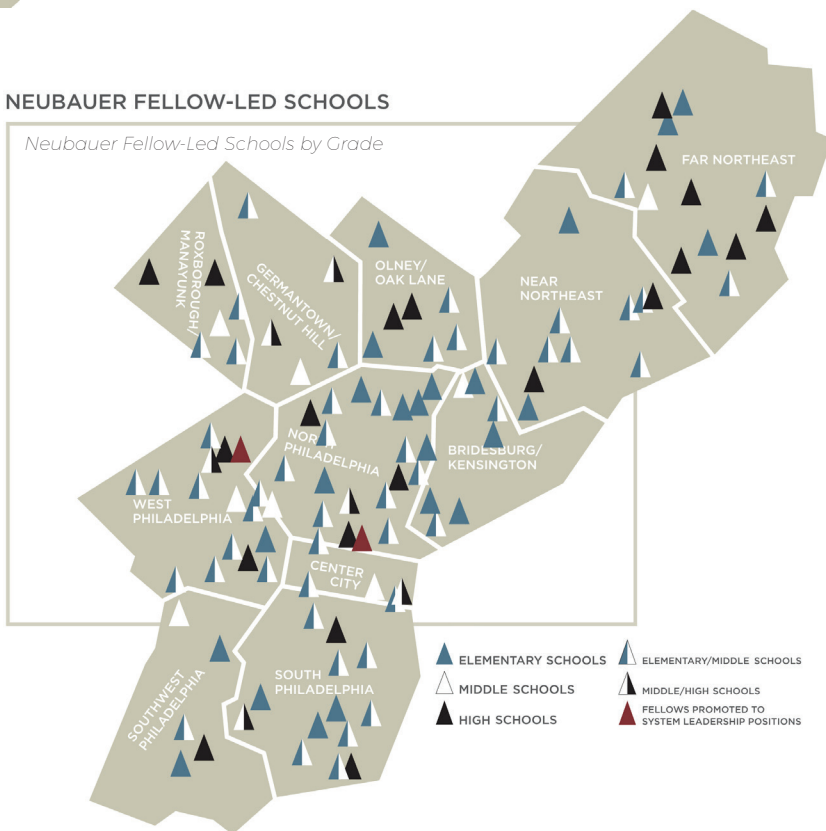
### NEUBAUER FELLOWS IN EDUCATIONAL LEADERSHIP

Neubauer Fellow-Led Schools by Cohort



### NEUBAUER FELLOW-LED SCHOOLS

Neubauer Fellow-Led Schools by Grade



# The School Leaders Experience

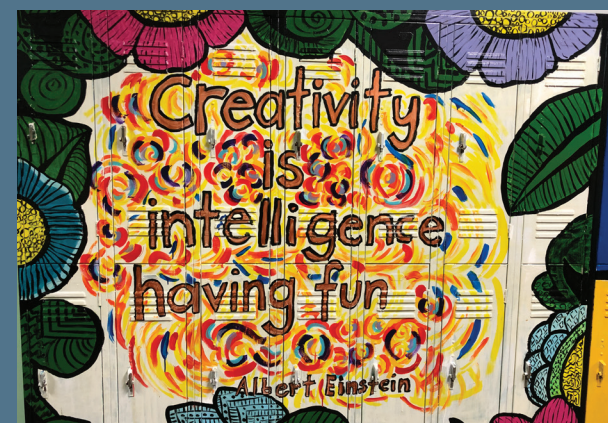
Our fundamental belief is that Philadelphia’s principals and school system leaders change students’ lives. Through a pipeline of results-driven leadership development experiences, the Philadelphia Academy of School Leaders empowers individuals to drive student growth and advance equity in Philadelphia’s district, charter, and faith-based schools.

Our flagship experience, the **Neubauer Fellowship in Educational Leadership**, provides proven principals with the resources and guidance to sharpen their leadership capacities. The Fellowship is a transformative two-year experience that develops critical leadership skills needed to elevate school performance and student outcomes in their schools and across the city. Fellows receive best-in-class professional development and build relationships with a network of outstanding peers who share strategies and problem-solve with one another.

As Neubauer Fellowship alumni are promoted, they join **Leaders of Leaders**, designed to provide the tools needed to effectively supervise and develop principals, improve principal practice, manage talent, address challenges, and increase student outcomes.

Fellowship alumni also serve as coaches to promising principals in our **Performance Partners** experience, where high-potential principals deepen the instructional skills necessary to coach teachers, resulting in improved teacher practice and student outcomes.

To bring this to life, read insights from Neubauer Fellows, Performance Partners, and a Leader of Leaders as they reflect on how these experiences inform – and evolve – their own leadership practices.





# Reflections

on the Support of the Neubauer Fellowship in a Year Unlike Any Other



## LeAndrea Baltimore-Hagan

*LeAndrea Baltimore-Hagan, Principal of Rudolph Blankenburg Elementary School and 2020 Neubauer Fellow, reflects on the ways the Neubauer Fellowship helped her stay focused on education and outcomes as her school transitioned to virtual learning during the pandemic.*



*“The Neubauer Fellowship really helped me transition into the virtual world. Summer Institute took my leadership to another level and prepared me for the unexpected. It gave me crucial information, tools to grow as a coach and a disruptor, and strategies to apply to my practice.”*



## Peter Chapla

*Peter Chapla, Principal of Father Judge High School and 2020 Neubauer Fellow, leverages lessons from the Neubauer Fellowship to “boldly unmute and share” – a phrase used to encourage participants to engage during virtual sessions and, more importantly, raise their voices to share their unique perspectives. This encouraged students to embrace the ever-changing education landscape during the global pandemic.*



*“Our boys became fast learners – much faster than we expected. We taught them the COVID system of how Judge would operate, and they stepped up to it. They ‘boldly unmuted’ just as we learned to do in our Neubauer Fellowship cohort. I’m proud of that – and of the faculty and staff who helped make it happen.”*





# Reflections

on the Power of Performance Partners



## Letisha Laws

*Letisha Laws, Regional Schools Officer at Mastery Charter Schools and 2018 Neubauer Fellow, fondly reflected on the mutual benefits of her partnership with Rodney Johnson through the Performance Partners Program.*



“This relationship is one that is mutually beneficial. I learned a great deal from Rodney, especially since I work in the charter system while he works for the district. When I’ve done walkthroughs or observations with him, I see the different challenges he faces compared to what I see at Mastery. Working with him reminded me to slow down in my own work, recenter my own energy, and focus on the kids.”

## Rodney Johnson

*Rodney Johnson, Principal of John Moffet Elementary School and Performance Partner, highlighted the tangible impact of mentorship, partnership, and support provided through the Performance Partners Program.*



“My vision for Moffet is to be a National Blue Ribbon school in five years. Letisha was upfront with me that I needed to make some adjustments to my leadership style, set clear quarterly goals, and better use data to measure progress. She taught me that sometimes you have to sit, listen, and think. Just yesterday I was looking at my quarterly data and the goals we set for success. We exceeded every one of them. And I thought, ‘If you didn’t come into my life, I don’t know what I would have done.’”



# Reflections

from Leaders of Leaders



## Noah Tennant

*Noah Tennant, Assistant Superintendent in The School District of Philadelphia, 2016 Neubauer Fellow, Leaders of Leaders participant, and Philadelphia Academy of School Leaders Board Member, utilized lessons from Leaders of Leaders to better understand that it was not only core systems – but also trust and relationships – that played a key role in making quality improvements.*



“With our goals at the forefront, I want to create a culture of trust among the schools I serve so leaders feel comfortable, confident, and encouraged to share their story and their schools in a truthful, open, and candid way. This enables us to identify and introduce systems to tackle challenges and make real change. Only when we truly understand the stories behind our data are we able to drive results and influence outcomes.”



# The Educational Changemakers

## Making Headlines

Every year, School Leaders' participants deliver innovative programs, create game-changing initiatives for students, and serve as thought leaders on any number of educational issues. Their leadership – and the impact it has on the students of Philadelphia – often catch the attention of media, elevating their practice and passion for the community at-large to see. Here are a few highlights from this past year.



### Connecting with Teens at John Bartram High School

Principal Brian R. Johnson (2016 Neubauer Fellow) arrived at John Bartram High School in fall 2019 and quickly had what he termed an “a-ha!” moment. By paying attention to attendance as a key metric for increasing academic achievement at Bartram, Johnson began to turn the tide in just two years. Working with his team to review the data bi-weekly, address suspensions, and build a school climate rooted in relationships and connection, Johnson improved Bartram’s attendance rate from 72% to 80%.



### Academics, Music Blend at C.W. Henry School

The C.W. Henry School was the recipient of the PCCY School-Wide Arts Grant, which allowed them to invest funds in their auditorium during the 2019-20 school year. Principal Kate Davis (2020 Neubauer Fellow) believes in the power of arts and culture as a driver of achievement saying, “We are specifically interested in finding creative ways to engage students who may not ‘do art’ because we believe that all elementary students should have access to high quality arts programming in school.”



### A Philadelphia High School Principal is Honored as the Nation’s Best

Principal Richard Gordon (2017 Neubauer Fellow) of Paul Robeson High School was named Principal of the Year by the National Association of Secondary School Principals in 2020. When he took over Robeson, he focused on supporting and developing staff, creating an inclusive culture, and advancing equity by providing opportunities to students, such as internships. With Gordon’s leadership, 95% percent of Robeson students go on to attend college.



### Half of PA Schools Still Don’t Have a Single Teacher of Color. These Black Educators Explain Why.

Aliya Cantanch-Bradley (2019 Neubauer Fellow) made fighting for diversity and inclusion her life’s work and, as an educator, she is devoted to serving students of color. As principal of Mary McLeod Bethune Elementary, Cantanch-Bradley has been recognized for successfully recruiting and retaining teachers of color. In 2020, 63% of teachers at Bethune were Black and 27% were Black men — among the highest rates in the state for both. As Cantanch-Bradley shares, “It’s really important for Black and brown children to see themselves [reflected] in teaching staff. In many schools when you start asking the question, ‘When did you have your first Black teacher?’ many have never had one.”



### Seven Philadelphia-Area Schools Win National Blue Ribbon Honor

Two Neubauer Fellow-led schools were named 2021 National Blue Ribbon Schools of Excellence by the U.S. Department of Education: Girard Academic Music Program (GAMP) led by Jovan Moore (2019 Fellow) and Penn Alexander led by Lauren Overton (2018 Fellow) and previously led by Michael Farrell (2016 Fellow). Neubauer Fellows have led 9 of 12 Blue Ribbon school winners in Philadelphia over the past six years. As Penn Alexander’s principal shared, “We know when we design schools for the students at the margins, the community will thrive.”



### Philly Principals Talk Winning Lindback Award, Improving Their Schools

Neubauer Fellows won 6 of 7 of this year’s Lindback Awards for Distinguished Principals. The Lindback Award recognizes school principals who make significant leadership and humanitarian contributions to their communities. Thirty (30) Neubauer Fellows have received the Lindback Award since its inception. Over the last five years alone, Neubauer Fellows won 69% of Lindback Awards even though they represent only 28% of current sitting principals. Congratulations to Colleen Bowen (2017), Pauline Cheung (2019), Luke Hostetter (2018), Brian Johnson (2016), Shavonne McMillan (2018), and Lisa Mesi (2015)!





# Our Reason to Believe

Principals and system leaders are the reason for our organization. Their work and positive impact on thousands of Philadelphia students are why we exist. Philadelphia Academy of School Leaders is proud to provide leadership development experiences and critical resources to these educational leaders, and we are inspired by all that they do for the City of Philadelphia and our young people. We recognize all Neubauer Fellows and 2020-21 Performance Partners here. We salute you for your tireless dedication to leading authentically and advancing equity.

**Stephanie Andrewlevich**  
Principal,  
S. Weir Mitchell Elementary

**Gianeen Anyika**  
Principal,  
James G. Blaine School

**Sherri Arabia**  
Principal, John H. Webster  
Elementary School

**Wendy Baldwin**  
Principal, Universal Creighton  
Charter School

**LeAndrea Baltimore-Hagan**  
Principal, Rudolph Blankenburg  
Elementary School

**Latanya Barrett**  
Principal, Mastery Charter Harrity  
Elementary School-Lower School

**Joanne Beaver**  
Principal, The Philadelphia  
High School for Creative and  
Performing Arts

**Rebecca Benarroch**  
Principal, Wissahickon  
Charter School

**Robert Berretta**  
Principal,  
William H. Ziegler Elementary

**Tiffani Blunt**  
Principal, Grover Washington, Jr.  
Middle School

**Christine Borelli**  
Leadership Coach,  
The School District of Philadelphia

**Colleen Bowen**  
Principal,  
Clara Barton Elementary School

**Khadijah Bright**  
Principal, Kennedy C. Crossan School

**April Brown**  
Principal, Talent Partner Specialty,  
The School District of Philadelphia

**David Brown**  
Principal, Ad Prima Charter School

**Stacey Burnley**  
Principal, E.M. Stanton School

**Genevieve Byrd**  
Principal,  
LEAD Southeast High School

**Michael Calderone**  
Principal,  
Frankford High School

**Connie Carnivale**  
Principal, H.A. Brown Academics  
Plus Elementary School

**Eileen Carr**  
Principal, Ridge Park  
Elementary School

**Jason Carrion**  
Principal, Cayuga Elementary

**Aliya Catanch-Bradley**  
Principal, Mary McLeod Bethune  
Elementary School

**Natalie Catin St. Louis**  
Leadership Coach,  
The School District of Philadelphia

**Peter Chapla**  
Principal, Father Judge High School

**Pauline Cheung**  
Principal, Francis Scott Key School

**Jamina Clay-Dingle**  
Assistant Superintendent,  
The School District of Philadelphia



**Leah Coleman**  
Principal, Stephen Girard Elementary

**Amelia Coleman-Brown**  
Assistant Superintendent,  
The School District of Philadelphia

**Omar Crowder**  
Principal, Northeast High School

**Katharine Davis**  
Principal, Charles W. Henry School

**Dywonne Davis-Harris**  
Principal, Propel Academy

**Emily Diefendorf**  
Principal, Our Mother of Sorrows/St.  
Ignatius of Loyola Catholic School

**Monique Dolcy**  
Principal, Mastery Charter Frederick  
Douglass Elementary

**Ted Domers**  
Assistant Superintendent,  
The School District of Philadelphia

**Siouda Douglas**  
Principal, A.S. Jenks School

**Alexa Dunn**  
Principal, Walter Biddle Saul High  
School of Agricultural Sciences

**Shakae Dupre-Campbell**  
Principal, Middle Years Alternative

**Tamara Edwards**  
Assistant Superintendent,  
The School District of Philadelphia

**Sharif El-Mekki**  
Founder and CEO, Center for  
Black Educator Development

**Kimberly Ellerbee**  
Principal, Powel Elementary School

**Genevieve Endy-O’Kane**  
Principal, Stephen Decatur School

**Kelly Espinosa**  
Principal,  
Fanny Jackson Coppin School

**Tamika Evans**  
Principal, Global Leadership  
Academy Southwest

**Michael Farrell**  
Deputy Chief of Leadership  
Development, The School District  
of Philadelphia

**Raymond Fields**  
Founding Executive Director,  
Urban Teachers Philadelphia

**Jodan Floyd**  
Principal,  
AMY Northwest Middle School

**Meredith Foote**  
Principal, Overbrook  
Educational Center

**Elana Galli**  
Principal, Isaac A. Sheppard  
Elementary

**Crystal Gary-Nelson**  
Principal, Universal Bluford  
Charter School

**Aaron Gerwer**  
Principal, Henry C. Lea  
Elementary School

**Michael Gomez**  
President, Saint Peter’s  
Preparatory School

**Richard Gordon IV**  
Principal, Paul Robeson High  
School for Human Services

**William Griffin**  
Principal, John Hancock  
Demonstration School

**Christine Gullotti**  
Principal, Belmont Charter  
Middle School

**LeRoy Hall Jr.**  
Principal, Henry H. Houston  
Elementary School

**Jason Harris**  
Leadership Coach,  
The School District of Philadelphia

**Tiffany Holmes**  
Director of Leader Coaching and  
Development, Skyrocket Education

**Luke Hostetter**  
Principal, C.C.A. Baldi Middle School

**Cassandra Houston**  
Principal, Ethan Allen School

**Gina Hubbard**  
Principal, Joseph J. Greenberg  
Elementary School

**Suzanne Hughes**  
Principal,  
Belmont Charter Elementary

**Stephen Janczewski**  
Principal, St. Malachy School

**Anna Jenkins**  
Principal, Adaire Alexander School

**Kenneth Jessup**  
Principal, John M. Patterson  
Elementary School

**Brian Johnson**  
Principal, Bartram High School

**Rodney Johnson**  
Principal, John Moffet School

**Leta Johnson-Garner**  
Director of Evaluation,  
The School District of Philadelphia

**Rebecca Julien**  
Principal, Eliza B. Kirkbride School

**Todd Kimmel**  
Principal, Horatio B. Hackett School

**Joy Kingwood**  
Principal,  
Rhawnhurst Elementary School

**Mary Kirby**  
Principal, Gwynedd Mercy  
Academy High School

**Sherin Kurian**  
Principal, William Loesche  
Elementary School

**Ariel Lajara**  
Assistant Superintendent,  
The School District of Philadelphia

**Kwand Lang**  
Principal,  
Spruance Elementary School

**Peter Langer**  
Principal,  
Mastery Thomas High School

**Colette Langston**  
Principal, Swenson Arts  
and Technology High School

**Kelly Lanza**  
Principal,  
Sacred Heart Academy

**David Laver**  
Principal,  
Bayard Taylor Elementary School

**William Lawrence**  
Principal,  
John Marshall Elementary

**Letisha Laws**  
Regional Schools Officer,  
Mastery Charter Schools

**Meaghann Lawson**  
Principal, Mastery  
Shoemaker Campus

**Courtney Lemon-Tate**  
Director of School Leadership,  
Independence Mission Schools

**Joshua Levinson**  
Principal,  
Upper Moreland High School

**Pheng Lim**  
Principal, Folk Arts-Cultural  
Treasures Charter School

**Kristen Long**  
Principal,  
Independence Charter School

**Meredith Lowe**  
Principal,  
Andrew J. Morrison Elementary

**Michael Lowe**  
Principal, Cook-Wissahickon School

**Guy Lowery**  
Principal, Mayfair Elementary School

**Andrew Lukov**  
Principal, Southwark School

**Charlotte Maddox**  
Principal, Lewis Elkin Elementary

**Anthony Majewski**  
Principal,  
Hill-Freedman World Academy

**Sharon Marino**  
Principal, Alexander K.  
McClure Elementary School

**Joseph McFadden**  
Principal,  
Archbishop Ryan High School

**Stephanie McKenna**  
Principal, General George A. McCall  
Elementary and Middle School

**Timothy McKenna**  
Principal, Central High School

**Leigh McLinden**  
Principal, George Sharswood School

**Shavonne McMillan**  
Principal,  
Vaux Big Picture High School

**Jeanne Meredith**  
Retired

**James Meredith**  
Principal,  
Nazareth Academy High School

**Lisa Mesi**  
Principal, Philadelphia High  
School for Girls

**Cheshonna Miles**  
Principal, KIPP West Philadelphia  
Preparatory Charter School

**Jovan Moore**  
Principal, Girard Academic  
Music Program (GAMP)

**Heather Mull Miller**  
Principal, William H. Hunter  
Elementary School

**Margaux Munnely**  
Principal, Mastery Charter  
Pickett Campus

**Sean Murray**  
Principal,  
St. Martin de Porres School

**Emily Myers**  
Adjunct Professor,  
Heidelberg University

**Jack Nelson Jr.**  
Principal,  
Abraham Lincoln High School

**Kimberly Newman**  
Assistant Superintendent,  
The School District of Philadelphia

**Flannery O’Connor**  
Principal, Cristo Rey  
Philadelphia High School

**Lauren Overton**  
Principal, Penn Alexander School

**Jeannine Payne**  
Principal, Richard Wright Elementary

**John Piniat**  
Principal, Feltonville School  
of Arts and Sciences

**Melissa Poorman**  
Principal, KIPP DuBois  
Collegiate Academy

**Antoinette Powell**  
Principal, Robert E. Lamberton  
Elementary School

**Jayda Pugliese**  
Principal, St. Mary  
Interparochial School

**Donna Ragsdale**  
Principal, Prince Hall School

**Jessica Ramos**  
Former Assistant Superintendent,  
The School District of Philadelphia

**Rickia Reid**  
Principal,  
Mastery Molina Elementary School

**Marisol Rivera Rodriguez**  
Principal, Juniata Park Academy

**Fatima Rogers**  
Principal, Copper Beech Elementary

**Michael Roth**  
Sabbatical (Olney Elementary)

**Crystle Roye-Gill**  
Principal, Thomas Holme Elementary

**Susan Rozanski**  
Principal,  
Richmond Elementary School

**Chuanika Sanders-Thomas**  
Leadership Coach,  
The School District of Philadelphia

**ShaVon Savage**  
Managing Member, Mosaic School  
Support Solutions, LLC

**Angikindslovs Senatus**  
Principal, Edward T. Steel  
Elementary School

**Naeemah Seward**  
Principal, Mastery Charter  
Hardy Williams High

**Katherine Sylvester**  
Principal, Watson T. Comly  
Elementary School

**Tom Szczesny**  
Principal,  
Powderhorn Elementary School

**Noah Tennant**  
Assistant Superintendent,  
The School District of Philadelphia

**Karen Thomas**  
Retired

**Susan Thompson**  
Principal,  
George Washington High School

**Nicole Unegbu**  
Principal,  
New Foundations Charter School

**Mark Vitvitsky**  
Principal,  
Bache-Martin Elementary School

**Isaiah Walker**  
Principal, KIPP Philadelphia  
Preparatory Academy

**Susan Walsh**  
Director of Alumni – Advancement  
Assistant, Mercy Career and  
Technical Education High School

**Stuart Warshawer**  
Chief Program Officer, ArtistYear

**Shakeera Warthen**  
Assistant Superintendent,  
The School District of Philadelphia

**Lisa Wilmer**  
Principal, J.W. Catharine  
Elementary School

**Shira Woolf-Cohen**  
Co-Founder, Innovageous

**Christopher Zagacki**  
Principal, Freire Charter  
Middle School

**Christopher Ziemba**  
Principal, Mastery Charter  
School - Lenfest Campus



# An Update on Our Commitment to Equity and Racial Justice

The Philadelphia Academy of School Leaders was founded on a pillar of educational equity so that every student in every Philadelphia neighborhood would have the opportunity to attend an excellent school that prepares young people to attain their dreams. Last year, as the nation faced heightened social injustice, we made a commitment to reassess and improve our practices to combat the harmful role that racism plays in education as it relates to access, opportunities, and outcomes.

Rooted in the understanding that we could not change school systems unless we changed ourselves, we made it a priority to clarify our beliefs and values, engage in courageous and open dialogue, diversify our faculty, staff, and governance committees, incorporate an explicit focus on equity and anti-racism in our programs, and develop goals that hold us accountable as measured by improvements for student subgroups in student, school, and system level outcomes.

While our mission for a more equitable education system is a work in progress and there remains much work to do, we took the following steps:

- Launched a Practitioner Advisory Committee to ensure our programming addresses the priorities and needs of the people we serve
- Analyzed participants' school data by race to identify strengths, trends, and actions to address areas with disproportionate outcomes
- Redesigned our Leadership Levers, the competencies that form the foundation of our programming, to explicitly focus on Advancing Equity
- Grounded programming in a leading for equity lens so leaders consistently reflect and identify strategies to increase diversity, equity, and inclusion
- Hosted a Leading for Equity Summit that included sessions to equip leaders to facilitate Courageous Conversations about Race and take action to address inequitable policies and practices in their schools and systems
- Increased diversity of staff (25% to 50%), leadership (0% to 60%), Board (0% to 33%), faculty (26% to 53%), and guest speaker series (20% to 100%)

The following insights from our participants show that these efforts have begun to make a mark among the leaders and schools we serve.



**Leah Coleman** (2019 Neubauer Fellow) leveraged the Neubauer Fellowship's equity and anti-racism training to inspire meaningful change in her school.



“After participating in trainings related to equity and anti-racism through the Neubauer Fellowship, my school counselor and I worked to create a professional development series for staff to begin this work in an intentional and supportive way in our school. We held five sessions focused on these important themes and used two texts that were shared during the Philadelphia Academy of School Leaders professional development programs.”

**Alexa Dunn** (2020 Neubauer Fellow) commended the program's commitment to evaluating student data, which helped her school implement equity-informed policy changes based on gaps in discipline, attendance, and outcomes.



“I appreciated the time we took to look at our school survey data sorted by questions around race and equity, which led us to commit to advancing our equity-focused professional development for staff. This was important for helping our community of teachers and leaders put into practice new equity-informed disciplinary policy shifts.”



**Wendy Baldwin** (2020 Neubauer Fellow) applauded the steady nature of the Philadelphia Academy of School Leaders' commitment to equity-focused, anti-racist education.



“Equity is incorporated in the Philadelphia Academy of School Leaders' body of work for the entire year. I appreciate the ongoing nature of the work, because we have an opportunity to get better and implement real change.”

We will continue to examine and improve our practices to make a greater impact. As part of our community, we ask all who interact with the Philadelphia Academy of School Leaders to join us in this work, hold us to our commitments, and identify ways we can be better in our work together.





# Philanthropic Partners

We are fortunate to partner with visionary funders and partners who generously contribute to our goal of developing highly effective school and system leaders across Philadelphia's district, charter, and faith-based schools. We gratefully acknowledge the following organizations who make our work possible.

## \$1 MILLION OR MORE

### NEUBAUER FAMILY FOUNDATION

The Neubauer Family Foundation is the founding and primary supporter of the Philadelphia Academy of School Leaders. The Neubauer family is committed to improving education in Philadelphia and believes that school leaders are best poised to make that happen.

## \$100,000 OR MORE

Anonymous



## CONTRIBUTORS

Anderson Family Foundation



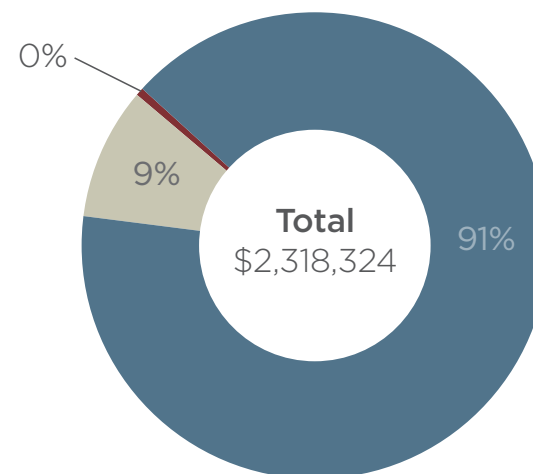
Ross Family Fund





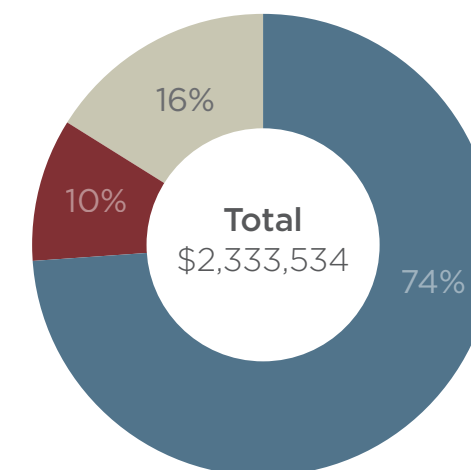
# Financials

## 2021 Revenue



Contributions	\$2,112,943
Fee for Service	\$203,500
Other Income	\$1,881
<b>Total Revenue</b>	<b>\$2,318,324</b>

## 2021 Expenses



Leadership Development Programs	\$1,730,641
General Management and Operating	\$379,393
Professional Fees	\$223,500
<b>Total Expenses</b>	<b>\$2,333,534</b>

# Board of Directors

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230 S. Broad Street, 17th Floor  
Philadelphia, PA 19102  
P: 215.965.7945

[www.phillyschoolleaders.org](http://www.phillyschoolleaders.org)